

# DEPARTMENT OF ADMINISTRATION

## 2004 ACCOMPLISHMENTS

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## DEPARTMENT OF ADMINISTRATION DEPARTMENT OVERVIEW

The Department of Administration performs the fiscal and central administrative functions of the City. The Business Administrator, who is appointed by the Mayor, heads the Department of Administration and has the authority to oversee the management of all City departments to ensure the proper administration of their operations. The Business Administrator acts as the City's chief negotiator for all labor union contracts and serves as the Mayor's representative on the Penn State Harrisburg Board of Advisors, the PENNVEST Board of Directors, the Pennsylvania Municipal Retirement System Board of Directors, the Pennsylvania League of Cities and Municipalities Board of Directors, the Community Action Commission Board of Directors, and the City of Harrisburg Police Pension Board.

The Business Administrator directs the activities of two offices and four bureaus: the Mayor's Office for Labor Relations, the Affirmative Action Office and the Bureaus of Financial Management, Information Technology, Human Resources, and Operations and Revenue.

The Department of Administration has one Deputy Business Administrator.

The Director of the Bureau of Financial Management oversees the fiscal management of the City and also acts in a Deputy Business Administrator capacity. The director of this bureau oversees the activities of the Accounting, Budget and Analysis, Purchasing and Insurance and Risk Management offices. Specific activities include the management of all funds; the accounting of all assets; the production of all financial documents; and the administration of Debt Service, General Expenses and Transfers to Other Funds. In addition, this bureau aids in the administration of the City's five pension plans and provides in-depth financial analysis and research to the Mayor and City Council upon request. The Accounting Office manages cash flow and performs accounts payable functions. The Office of Budget and Analysis is responsible for the development, preparation and distribution of the City's annual budget document, as well as the Mid-year Fiscal Report, which illustrates the financial status of all budgeted funds as of June 30 of the current year compared to June 30 of the previous year. The Purchasing Office is responsible for overseeing the procurement of most City materials, supplies and services. This office must assure fair and equitable distribution of City contracts and agreements for capital and non-capital products and services, including the preparation of public bid specifications, advertisement of bids, and awarding of contracts. The Office of Insurance and Risk Management, created by executive order of the Mayor in 1986, is headed by a Risk Manager, who handles the City's insurance, workers' compensation, and loss control programs. This office, in conjunction with the City Solicitor and the Mayor's Office for Labor Relations, participates in all litigation cases and processes all insurance claims. Additional responsibilities include risk financing and employee health and safety matters.

The Bureau of Human Resources maintains personnel records for all employees, processes all salary increases, and handles the bi-weekly payroll for City employees.

The Payroll Office maintains all payroll registers and implements all federal and state deductions and voluntary contributions. This bureau is also responsible for recruiting, testing, screening and hiring applicants, and for the orientation of new employees. The bureau works with the Affirmative Action Officer in recruitment, general policy implementation, and administration of both the Family and Medical Leave Act and the Americans with Disability Act policies. The bureau develops job descriptions for every management and bargaining-unit position, monitors the automatic step progression for all bargaining-unit employees, and manages the internal bid process. Responsibility for effecting merit increases based on performance evaluations lies within this bureau as well. Additionally, the Personnel Officer administers all of the civil service rules and regulations and the recruitment and promotional processes necessary for all civil service positions. Through these systems, all employees are afforded the opportunity for growth and advancement. This bureau is also responsible for managing employee pension and healthcare benefits.

The Bureau of Information Technology is responsible for most computer programming including: implementation of relevant databases; control and monitoring of the City's billing systems; control and monitoring of the payroll process, inventory, accounting, insurance claims management, computer-aided dispatch, parking ticket and meter bag systems. This bureau also produces field reports for all service calls for police and fire and provides technical support and maintenance for the City's mainframe, personal computers and local and wide area networks. This bureau operates the METRO police information system, established and owned by the City, which allows numerous suburban, municipal, and county agencies to tie-in to a common database. The METRO system is one of the few regional police information systems in the Nation.

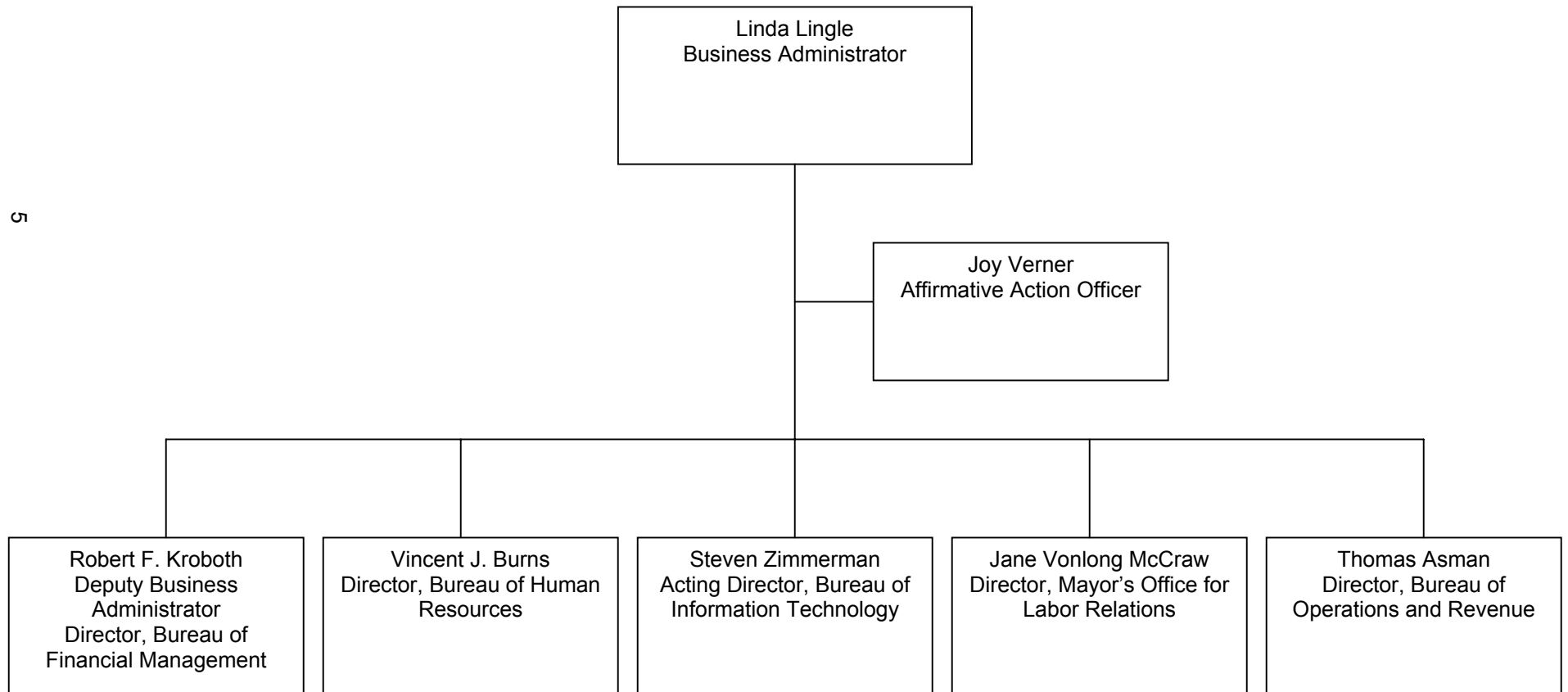
The Mayor's Office for Labor Relations is responsible for all labor-related functions and for interaction with the City's three union groups: the IAFF Local 428, the FOP Capital City Lodge # 12 and AFSCME Local 521. The director of this office conducts labor/management meetings with each labor group, assists in the preparation of disciplinary action, serves as the City's advocate at grievance hearings and participates in contract negotiations. This office also conducts in-house training for managers on supervisory and disciplinary techniques, and on contract language and administration. This office works closely with all City Department and Bureau Directors, the Affirmative Action Officer and the Bureau of Human Resources.

The Bureau of Operations and Revenue is primarily responsible to bill for utility services and for mercantile and real estate taxes. This bureau manages the City's collection processes, which includes the Water Shut-off program, directs the activities of outside collection agents, and the filing of liens and civil suits to secure debt owed to the City. This bureau is comprised of four units: Billing and Quality Assurance, Collections and Customer Service, Duplication and Office Supply Procurement and Disbursement, and Tax and Enforcement. This bureau works closely with the Bureau of Water and The Harrisburg Authority.

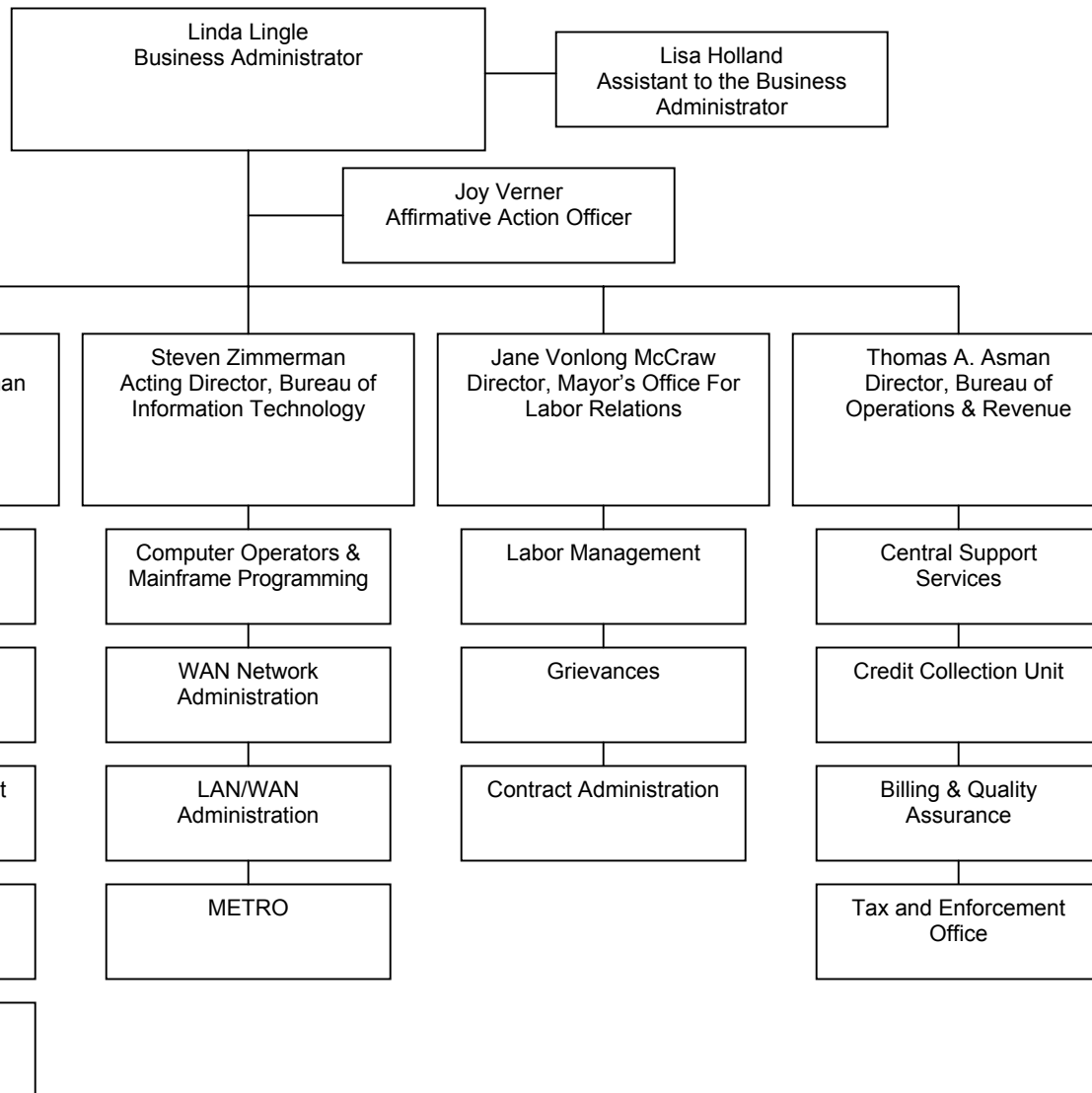
The Affirmative Action Officer is responsible for implementing the City's Affirmative Action Policy. The Affirmative Action Policy, established by executive order of the Mayor in 1982, assures equal employment opportunities for all persons. The Affirmative

Action Officer oversees recruitment, hiring, compensation, appointments for advancement (including upgrading and promotion), transfers, and terminations of employment to verify that discrimination does not occur because of race, color, religion, national origin, ancestry, place of birth, sex, age, veteran status, non-job related handicap or disability, marital status, general education, or sexual preference/orientation. The Affirmative Action Officer also evaluates the demographic statistics of the City of Harrisburg to verify that equal employment opportunities are consistent with the relevant labor market, and provides training for management and bargaining-unit employees on equal employment opportunity laws, cultural diversity, the Americans with Disabilities Act and other related subjects.

ORGANIZATIONAL CHART A  
DEPARTMENT OF ADMINISTRATION  
Reverend Doctor Martin Luther King, Jr. City Government Center  
10 North Second Street  
Harrisburg, PA 17101



ORGANIZATIONAL CHART B  
DEPARTMENT OF ADMINISTRATION  
Reverend Doctor Martin Luther King, Jr. City Government Center  
10 North Second Street  
Harrisburg, PA 17101



## OFFICE OF AFFIRMATIVE ACTION 2004 ACCOMPLISHMENTS

The Affirmative Action Officer (AAO) is charged with monitoring City Government services and business practices to ensure that the City of Harrisburg is in compliance with federal and state anti-discrimination laws and regulations related to equal opportunity and affirmative action. In that capacity, the AAO performs these functions: (1) investigates complaints under the City's Non-Discrimination and Anti-Harassment Policy; (2) monitors compliance with various state and federal anti-discrimination statutes, including the PHRA, Title VII, and the Americans with Disabilities Act; (3) monitors compliance with the Family and Medical Leave Act (FMLA) and administers FMLA leave claims for all City employees; (4) develops or enhances City policies and procedures for recommendation to the Business Administrator; (5) provides guidance and technical support to all departments with regard to City policies and compliance issues; (6) serves as the appeal officer for the City's Residential Handicap Parking Program; (7) monitors all personnel transactions (recruitment, selection, hiring, promotions, transfers, terminations) to ensure equal opportunity and non-discrimination.

### **INVESTIGATION OF COMPLAINTS**

When an employee or a non-employee filed a complaint, an investigation was conducted in accordance with the City's Non-Discrimination and Anti-Harassment Policy.

### **DEVELOPMENT OR ENHANCEMENT OF POLICIES AND PROCEDURES**

Residential Handicap Parking Ordinance: researched practices of other cities in the Commonwealth; worked with the Law Bureau and Parking Enforcement Office to develop new legislation for submission to City Council.

Equal Employment Opportunity forms: created new forms for use in the new hire selection process.

### **COLLABORATION WITH LABOR RELATIONS AND HUMAN RESOURCES**

Labor Management Meetings: (AFSCME/FOP/IAFF)	1
Loudermill Hearings:	10
Civil Service Commission Meetings:	1
Meetings on Personnel Matters:	52

### **ADMINISTRATION OF FAMILY MEDICAL LEAVE**

Claims Approved (conditional):	24
Claims Approved (final):	58
Claims Denied:	0
Claims Rescinded:	6

Informational Inquiries:	20
Total Number of Open Claims (monthly average):	38

#### **MODIFIED DUTY REQUESTS (PROVISION OF GUIDANCE TO DEPARTMENTS)**

Requests Received:	7
Correspondence Processed:	26
Number of Employees On Modified Duty (as of 12/31/04):	3

#### **EMPLOYEE TRAINING**

Training Sessions Completed:	1
Topic: workplace respect	

#### **RESIDENTIAL HANDICAP PARKING APPEALS**

Appeals Filed by City Residents:	24
Approvals:	22
Denials:	3*
(*one case filed in December 2003)	
Pending Appeals (as of 12/31/04):	0
Removal Complaints:	1
Removal Granted:	0
Removal Denied:	1*
(*filed in December 2003)	
Pending Removal Complaints (as of 12/31/04)	3*
(*two filed prior to 2004)	

#### **COORDINATION OF DOMESTIC PARTNER BENEFITS PROGRAM**

Inquiries:	13
Applications Received:	3
Applications Approved:	3
Applications Denied:	0
Partners Receiving Health Care Coverage (as of 12/31/04)	
Same-Sex Domestic Partners:	3
Opposite-Sex Domestic Partners:	1

#### **RECRUITMENT, HIRING AND SEPARATIONS**

Recruitment Mailing (sent to over 100 recipients):	9
Affirmative Action Certificate reviews:	17
Approvals:	17
Disapprovals:	0
No Decision Rendered:	0
Voluntary Exit Interviews:	12



MAYOR'S OFFICE FOR LABOR RELATIONS  
2004 ACCOMPLISHMENTS

In 2004, the Mayor's Office For Labor Relations:

- Conducted 5 Labor Management meetings with American Federation of State, County, and Municipal Employees (AFSCME) Local #521.
- Conducted 1 Labor Management meeting with the International Association of Firefighters (IAFF) Local #428.
- Conducted 7 Labor Management meetings with the Fraternal Order of Police (FOP) Capital City Lodge #12.
- Processed 37 AFSCME grievances.
- Processed 3 IAFF grievances.
- Processed 7 FOP grievances.
- Conducted 4 Workplace Violence Hearings.
- Conducted 11 Loudermill Hearings.
- Conducted 5 Pre-Termination Hearings.
- Drafted 165 Disciplines for City Managers to issue to bargaining-unit employees.
- Designed and costed-out numerous potential Early Retirement scenarios, including a range of health care features, and successfully negotiated the Early Retirement Window with AFSCME Local #521.
- Drafted AFSCME contract proposals based on identified problem areas in the contract after soliciting City Department Directors for suggestions. The Director acted as the Second Chair and assisted the Business Administrator in achieving an agreement.
- Developed and successfully negotiated a Respiratory Protection Plan in the Department of Public Works.
- Coordinated with Information Technology staff to design reports that identify non-work related usage of the City's Internet program. This office also assisted in the development of the City's Internet policy and disseminated it throughout City Government.
- Collaborated with the Labor Relations Task Force to structure a layoff process and plan, and was poised to implement such if negotiations with AFSCME were unproductive.

## BUREAU OF FINANCIAL MANAGEMENT 2004 ACCOMPLISHMENTS

The Bureau of Financial Management is responsible for the fiscal management of the City. This includes the management of all funds, accounting for all assets, production of financial documents, administration of the budget, debt management and purchasing functions. In addition, this Bureau aids in the administration of the City's three pension plans. Lastly, this bureau provides in-depth financial analysis and research to the Administration, City Council and various governmental and non-governmental agencies.

### **Accounting and Financial Reporting**

1. Obtained the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada in February 2004 for the City's Comprehensive Annual Financial Report (CAFR) for the year ended December 31, 2002. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment for the sixteenth consecutive year represents a significant accomplishment by a government.
2. The City's Single Audit Report for the year ended December 31, 2002, and related City Responses and Plans for Corrective Action were accepted and approved by the U.S. Department of Housing and Urban Development (HUD) and the Commonwealth of Pennsylvania (PA). This annual report prepared by accounting staff and audited by McKonly & Asbury LLP, CPAs, accounted for all federal and state grant programs in excess of \$300,000 and further reported on the effectiveness of internal controls and compliance with all appropriate laws and regulations. The City received unqualified (clean) opinions by the auditors on every aspect of the report. Additionally, the 2003 Single Audit Report and related City Responses and Plans for Corrective Action were submitted to HUD and PA in a complete and timely manner with no reportable conditions or findings of either questionable or ineligible costs, resulting in clean auditor opinions again for 2003.
3. Completed the financial reporting aspects of Governmental Accounting Standards Board (GASB) Statement No. 34 including the development of the new Management Discussion and Analysis section of the City's Comprehensive Annual Financial Report. GASB No. 34 is the most significant and comprehensive change in the history of governmental accounting and its impact became effective for the City's fiscal year ended December 31, 2003. It represents a dramatic shift in the way state and local governments present financial information to the public, and affects such areas as policies, systems capabilities, accounting, budgeting, and reporting issues and processes. Played a significant role in successfully affirming a credit rating of "Baa" by Moody's Investors Service, and "A" by Standard & Poor's, and an "A-" by Fitch Investors Services.

4. Played a significant role in successfully affirming a credit rating of “Baa” by Moody’s Investors Service, and “A” by Standard & Poor’s, and an “A-“ by Fitch Investors Services.
5. Completed the Debt Statement and Tax Rates sections of the PA DCED Annual Audit and Financial Report filed by the City Controller’s Office by March 15 of each year. This report is required, in part, to enable the City to be eligible to receive State Liquid Fuels Tax receipts, which totaled \$769,518 in 2004.
6. Completed the PA DCED Annual Survey of Financial Condition due March 15, 2004. This report is also required, in part, to determine eligibility for receipt of State Liquid Fuels Tax receipts.
7. Completed the 2003 Public Utility Realty Report for an April 1, 2004 submission to the PA Department of Revenue. This annual report establishes the basis on which the City will receive the equivalent of real estate tax receipts from public utilities that own real property within the City. The City received \$28,848 in 2004 for these efforts.
8. Final 2003 financial statements for both the Harrisburg Leasing Authority (HLA) and the Police Pension Fund were approved for release by each respective Board and were subsequently issued. No audit findings were noted for either entity.
9. Finalized and distributed the 2002 and 2003 Indirect Cost (actual and full cost) Plans. These plans are the basis for determining General Fund administrative service chargebacks to the CDBG and Utility Funds.
10. Accounting staff assisted with preparation of the Introductory and Statistical Sections of the 2003 CAFR, and provided support to the Budget Office with regard to its submission of the 2004 Budget document for consideration of GFOA’s Distinguished Budget Presentation Award.
11. Filed the yearly Form 1096 with the Internal Revenue Service by the stipulated February 28, 2004 deadline. This ‘Annual Summary and Transmittal of U.S. Information Returns’ reports the amounts the City has paid to vendors that meet the federal requirements. Additionally, the Accounting Office worked in conjunction with other departments throughout the year to establish an accurate vendor file and collect the required documentation from each City vendor to facilitate a timely reporting to the Internal Revenue Service.
12. Assisted the City Treasurer’s Office in reconciling cash accounts, setting up new accounts, and posting various cash transactions relative to new bond issues and other funding sources.
13. Coordinated disbursements for various agencies utilizing Hotel Tax Proceeds and other funding sources.

14. Initiated periodic meetings with THA and Resource Recovery Facility staff in order to maintain cash flows for payrolls, benefits, and the proper reduction of accounts payable at the Resource Recovery Facility.
15. Prepared and reconciled the 2003 GPR Report to the Department of Housing and Urban Development (HUD) and the 2003 Schedule of Expenditure of Federal Awards.
16. Provided the City's bond counsel with electronic-file audited financial statements for 2003 and budget data for 2004 as part of the due diligence process for various bond issues.
17. Processed 37,154 accounts payable records, 9,296 warrants (checks), and 779 journal entries with 27,920 account codes.

### **Budget and Analysis**

1. The most significant accomplishment of the Office of Budget and Analysis in 2004 was receipt of the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the City's 2004 Budget Document. This award is the highest form of recognition in governmental budgeting and was achieved by the City for the fourteenth consecutive year.
2. Enhancements for the 2004 Final Budget included: the Mayor's budget transmittal letter, Policy and Program Initiatives, Undesignated Fund Balance Analysis, expansion of the Debt Service Fund section, Community Profile section, and Budget and Tax Levy ordinances.
3. Work on the Mayor's 2005 Proposed Budget began in August 2004. The budget process began with Office of Budget and Analysis staff preparing and distributing budget preparation packages for completion by all department directors and office heads. Personnel costs were calculated by the Office of Budget and Analysis based on contractual increases for bargaining-unit employees, merit increases for management employees, projected fringe benefits costs and by direction of the Mayor. Many revenue estimates were calculated by this Office and all revenue estimates provided to this Office were reviewed for reasonableness. The Mayor's 2005 Proposed Budget was presented to City Council on November 23, 2004. City Council held public meetings to review the Mayor's 2005 Proposed Budget; and on December 22, 2004, City Council passed an amended version of the original proposal.
4. Numerous financial scenarios were updated relating to the closing and retrofit of the Incineration/Steam Generation Facility by incorporating actual revenue and expense data as it became available and refining projections based upon historical and/or new data.

5. The Office of Budget and Analysis researched information and gathered supporting data used in the development of the Finance Director's transmittal letter and the Statistical Section of the 2003 Comprehensive Annual Financial Report (CAFR). This Office was also responsible for preparation of the reconciliation of Original Budget to Adjusted Budget.
6. The Office of Budget and Analysis performed analytical work in conjunction with the 2005 contract negotiations between the City and the American Federation of State, County and Municipal Employees (AFSCME) Local 521. Many scenarios were developed to determine the overall cost of increases in economic items such as wages, shift differential pay, longevity pay, and other fringe benefits. The AFSCME contract was ratified on September 15, 2004.
7. Extensive analyses were conducted by the Office of Budget and Analysis in the last quarter of 2004 related to year-end reconciliation and 2005 Budget preparation. Gap analyses were prepared for the 2004 Budget Reallocation Plan, 2005 Proposed Budget and 2004 year-end reports.
8. The Office of Budget and Analysis received and completed requests from other governmental and non-governmental agencies for various reports, questionnaires and research surveys throughout 2004.

Other pertinent reports/questionnaires/surveys prepared during 2004 include:

- Final 2003 Payroll figures for the Excess Workers' Compensation Policy Audit
- 2004 Approved Budget Payroll Figures and Number of Employees for the City's self-insured workers' compensation program
- Commonwealth of Pennsylvania, Department of Community and Economic Development, Bureau of Local Government Services, Statement of Taxes Levied
- Pennsylvania Economy League, Municipal Tax Rates
- U.S. Department of Commerce, Bureau of the Census, Quarterly Survey of Property Tax Collections
- National League of Cities 2004 Fiscal Conditions Survey
- U.S. Department of Commerce, Bureau of the Census, Annual Survey of Government Employment
- Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information and Analysis, Occupational Employment Statistics (OES) Wage Survey.
- International City/County Management Association Police and Fire Personnel, Salaries, and Expenditures, 2004

## **Debt Management**

1. Calculated funding requirements and executed payment instructions on a monthly, quarterly or semi-annual basis for separate principal and interest payments on sixteen bond and note issues and six capitalized lease obligations during 2004.
2. Participated in the successful closing of the following bond/note issues and capitalized lease obligation:
  - \$2,115,000 Harrisburg Redevelopment Authority Guaranteed Revenue Bonds on April 5, 2004, a supplemental Hilton Hotel financing which netted the General Fund a \$200,000 City Guarantee Fee
  - \$7,067,190 Master Lease Agreement dated November 1, 2004, to refinance existing lease/purchase obligations and finance reimbursements for emergency equipment purchases made but not budgeted for during the previous 20 months
  - \$1,531,880 Harrisburg Redevelopment Authority Guaranteed Note on November 30, 2004, for the sale and purchase of City of Harrisburg real estate tax claims for 2000 – 2003
3. Participated in a successful pension bonds swap option extension that netted the City's General Fund \$433,000.
4. Updated the City's debt statement and borrowing base certificate data as of December 31, 2003, as well as demographic and financial (Appendix A) information for the above bond/note issues.

## **Pension Administration**

1. Fulfilled all contribution and reporting requirements mandated under the Municipal Pension Plan Funding Standard and Recovery Act 205 of 1984 (as amended by Act 189-1990). Subsequently, the City was determined to be in compliance with the applicable mandatory provisions of the Act 205 Recovery Program and therefore eligible to continue to participate in Distressed Level III of the Recovery Program. Because of this, the City received \$2,893,887 in State aid for its pension plans in September 2004.
2. The Deputy Business Administrator's Office oversaw all activity of the Police Pension Board whose investment portfolio market value increased from \$56,781,420 at December 31, 2003, to \$61,506,782 at December 31, 2004, a \$4,725,362 or 8.3% increase. This outstanding performance ranked the Police Pension Fund in the top 12% of the public sector universe whose portfolios were less than \$75 million over this past year, and in the top 17% over the last three years. The portfolio's 2004 performance followed a 22.33% return on investment during 2003.

## **Purchasing**

1. Processed 1,443 requisitions/purchase orders, which entail researching for compliance to Purchasing Rules and Regulations, editing for completeness and accuracy of information, approving, obtaining signatures, mailing and distribution to agencies.
2. Processed twenty-four public bids of which three required re-bidding.
3. Processed two Requests for Proposals.
4. Worked on task force on the Service Maintenance Contract Cost Savings Project.
5. Worked with City of Philadelphia and City personnel on proposed changes requested from Philadelphia for their Urban Search and Rescue Facility.
6. Worked with the Budget and Accounting Offices on implementing Performance Measures for the Bureau of Financial Management's Budget.
7. In July, began administering the City-Wide Cell Phone System, and reconciled and processed the monthly invoice. In August, AT&T began providing CD-Rom billing capabilities which enabled us to process invoices quicker, keep more accurate records and develop a history of cell phone usage.
8. Due to a steady increase in cell phone charges, reviewed invoices and prepared reports to departments on their usage. Subsequently unnecessary cell phones and pagers were cancelled along with certain features, saving the City over \$1,000.
9. Trained new hires and new users on the Pentamotion Financial Management System.
10. Worked with the Director of Archives on the sale of old western artifacts.
11. Facilitated the execution of the PATF-1 Telephone Proposal with the Law Bureau and the Contractor.
12. Met with auditors from McKonly and Asbury on new fraud reporting procedures.
13. Worked with the Bureau of IT, Police and Law Bureau on the purchase of a digital imaging system.
14. Met with the City Clerk and Law Bureau to discuss the development of an RFP for a Disparity Impact Study.
15. Began cross training on purchasing duties.

16. Worked with Senior Budget Analyst to compile a report on the number of contracts outsourced in 2003/2004 to comply with a request received from City Council.
17. Met with companies interested in doing business with the City, explaining the City's policies and procedures, adding them to the Bidders' List and distributing information to City agencies.
18. Administered the City-Wide Pager System, and reconciled and processed the monthly invoices.
19. Administered the City-Wide Cell Phone System, and reconciled and processed the monthly invoices.
20. The Purchasing Office is the focal point for answering vendor and government entity calls requesting information on the City's Pennsylvania Capital City (PACC) Automotive and Equipment Contract. We entered into a new contract term with forty-three vendors, twenty-three more than 2003.
21. Trained new hires and new users on the Pentamotion Financial Management System Purchasing Module.
22. Respond to questions and provided information regarding the Purchasing System, posed by auditors for the City's annual audit, State Liquid Fuels Audit, and various grant audits.
23. Responded to various bid surveys regarding public bid project status and award information.
24. Responded to bidders on right-to-know requests for bid results.



## BUREAU OF HUMAN RESOURCES 2004 ACCOMPLISHMENTS

The Bureau of Human Resources is comprised of two divisions: the Human Resources Division and the Payroll Division. The Human Resources Division oversees and administers a wide range of centralized personnel services for City government including, but not limited to, recruitment and placement, promotional testing, leave and health benefits management and drug and alcohol testing. The Payroll Division ensures timely and accurate salary payments and appropriate payroll deductions for employees of City government. The Director of Human Resources manages both divisions of the bureau

### I. HUMAN RESOURCES

#### A. GENERAL OVERVIEW

Following is an overview of the services provided to City government employees and the general public during 2004.

**Recruitment and Placement** - As non-civil service positions became available throughout City government, the Human Resources Division worked toward filling the available positions in several ways. The internal bidding process was used for filling non-uniformed bargaining unit positions. Management level positions and those positions which were not filled through the internal bidding process were opened to the public via the application process. The Human Resources Division was responsible for advertising and posting vacancies, accepting completed applications and distributing suitable applications to the appropriate Department or Bureau Directors for review and consideration. Available civil service positions were filled in accordance with the requirements set forth by the Third Class City Code, Optional Charter, and the applicable Harrisburg Civil Service Commission Rules and Regulations.

**Outreach** - As a part of the City's recruitment effort to fill full-time non-uniformed management and bargaining unit and part-time seasonal positions, the Human Resources Division sent job notices to colleges, job centers, inter-denominational groups, community leaders, community groups and other non-profit and for-profit agencies. In addition, the Human Resources Division advertised available positions in local and regional newspapers, trade journals and government publications, and on the internet and City's website. This extensive effort enabled the City to reach a diverse population of potential candidates.

**Random Drug Testing** - The Human Resources Division administered the City's Random Drug and Alcohol Testing Program covering all employees whose positions require commercial driver's licenses in accordance with Federal and State law and City policy.

**Health Benefits** - The Human Resources Division maintained responsibility for health benefits and life insurance administration. City health benefits include medical, dental, vision and prescription drug coverage for all full-time active employees and retirees.

**Labor Relations** - The Human Resources Division participated in or provided assistance to the Mayor's Office for Labor Relations in preparation for labor/management meetings with Local 521 of the American Federation of State, County and Municipal Employees (AFSCME) District Council 90, Capital City Lodge No. 12 of the Fraternal Order of Police (FOP) and Local Union No. 428 of the International Association of Firefighters (IAFF). The Human Resources Division participated in AFSCME and FOP labor contract negotiations.

**Affirmative Action/Equal Employment Opportunity** - The Human Resources Division worked closely with the City's Affirmative Action Officer to provide equal employment opportunities during the recruitment and placement processes.

## B. PLACEMENT, RECRUITMENT AND PROMOTIONAL EXAMINATIONS

### 1. Placement

- a. As the result of recruitment activities, the Human Resources Division received 1,526 applications/resumes for employment. The following is a breakdown by position classification of new employees processed during 2004:

Elected Officials	2
Management	8
Bargaining Unit (includes 1 civil service)	8
Police Bureau (civil service)	13
Fire (civil service)	0
Temporary	<u>201</u>
Total	232

- b. In addition, the Human Resources Division processed 303 separations of employment during 2004. The following is a breakdown by position classification of employment separations during 2004:

Elected Officials	2
Management	21
Bargaining Unit	47
Police Bureau (civil service)	18
Fire (civil service)	0
Temporary	<u>215</u>
Total	303

## 2. Police Recruitment

Effective January 26, 2004 through February 20, 2004, the Bureau of Human Resources held open recruitment for Patrol Officer. The Bureau received 198 completed applications. Physical ability testing for the 198 applicants was held on March 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup>. Out of 198 applicants who were eligible to participate in the physical ability test, 121 applicants passed, 38 applicants failed, and 39 applicants did not appear. In addition, the written examination was administered on March 13<sup>th</sup>, for the 121 eligible applicants. Out of the 121 applicants who were eligible to sit for the written examination, 115 applicants passed, 5 applicants failed, and 1 applicant was disqualified during the written examination.

On April 4<sup>th</sup>, the application files for the top 40 applicants on the Qualified Recruitment List were forwarded to the Bureau of Police for background investigations. On April 20<sup>th</sup>, the Police Civil Service Commission upheld one appeal related to a candidate's disqualification during the physical ability test, allowing this candidate to continue in the recruitment process. The written examination was administered to this individual on April 29<sup>th</sup>. The results were received from the testing agency on May 12<sup>th</sup>. This applicant attained one of the top scores on the written examination, therefore this applicant's file was forwarded to the Bureau of Police for the background investigation. During the month of May, police background investigations were completed, and the 41 files of the top applicants from the Qualified Eligibility List were returned to the Bureau of Human Resources. Out of 41 applicants, 10 applicants were disqualified, 3 applicants withdrew, and 28 applicants remained eligible for pre-employment interviews.

Pre-employment interviews were conducted June 1<sup>st</sup> through 3<sup>rd</sup>. On June 8<sup>th</sup>, the Police Civil Service Commission certified the list of candidates eligible for appointment to the position of Patrol Officer. Twenty-eight (28) candidates were certified.

On June 11<sup>th</sup>, conditional offers of employment were extended to twelve (12) candidates. On July 6<sup>th</sup>, twelve (12) new patrol officers began employment with the City of Harrisburg.

On November 10<sup>th</sup>, the Bureau of Human Resources forwarded to the Bureau of Police the files of the candidates remaining on the Certified Eligibility List and the one (1) candidate named on the Qualified Eligibility List whose background information needed to be updated.

On December 21<sup>st</sup>, conditional offers of employment were extended to three (3) candidates. Pre-employment physical examinations were performed on

December 30<sup>th</sup>. The Police Academy pre-service reading and physical fitness tests are scheduled for January 8, 2005, and the Police Academy is scheduled to begin on January 18, 2005.

### 3. Fire Recruitment

Effective June 7, 2004 through July 16, 2004, the Bureau of Human Resources open the recruitment for Firefighter. The Bureau received 215 completed applications. Study sessions were conducted on August 7<sup>th</sup> and 10<sup>th</sup>. The written examination was administered on August 21<sup>st</sup> for the 215 applicants. Out of 215 applicants who were eligible to sit for the written examination, 161 applicants passed, 17 applicants failed, and 37 applicants did not appear for the written examination. The top 25 applicants were notified to report for the physical ability test on October 4<sup>th</sup> and 5<sup>th</sup>. Out of 25 applicants, 20 applicants passed, 2 applicants failed, and 3 applicants did not appear.

Background investigations on the twenty (20) applicants who passed the physical ability test continued during the month of November. Five (5) applicants were disqualified as a result of the background investigations. Of these five (5) applicants, three (3) appealed their disqualifications. The appeal hearings are scheduled for the Fire Civil Service for January 12, 2005. Pre-employment interviews are scheduled for January 18 and 20, 2005. The Fire Academy is scheduled to begin on March 8, 2005.

### 4. Fire Promotional Exams

The Bureau of Human Resources administered the Fire Promotional Examinations for the ranks of Battalion Chief, Captain and Lieutenant on February 18, 2004. On April 20, 2004, the Fire Civil Service Commission certified the list of candidates eligible for promotion to the rank of Lieutenant.

## C. MILITARY ACTIVATIONS

As of December 31<sup>st</sup>, five (5) employees were on military activation. All of these employees were activated as a result of the events of September 11, 2001.

<u>Position Title of Activated Employee</u>	<u>9/11-Related</u>	<u>Date of Activation</u>
Civil Engineer	Yes	12/18/03
Parking Enforcement Officer	Yes	03/07/03
Police Corporal	Yes	03/07/03
Police Officer	Yes	03/07/03
Police Officer	Yes	06/17/02

#### D. SERVICES

The Human Resources Division also provided assistance to managers and supervisors in the administration and enforcement of certain policies including, but not limited to, the City's Family and Medical Leave Policy, American's with Disabilities Act Policy and Alcohol Misuse and Anti-Drug Program Policy.

#### E. TRANSACTIONS

The Human Resources Division maintained the official personnel files for all City employees. The Human Resources Division also maintained and updated the leave and health benefits records for all full-time employees, and maintained and updated the disciplinary reports for all police and fire employees. In addition, the Human Resources Division processed 1,674 Payroll Action Forms in 2004.

### II. PAYROLL

The Payroll division ensured that all City employees were paid and that all applicable deductions were taken for taxes, pension plan contributions, court orders, deferred compensation plan contributions and other accounts payable for employees' voluntary deductions. The Payroll division continued to utilize the computerized timesheet application that was written by the City's Bureau of Information Technology and payroll software from Automated Data Processing (ADP), a worldwide provider of payroll processing services. In addition to accurate biweekly payroll processing, the Payroll division was responsible for the timely transmittal/impoundment of all funds related to mandatory and voluntary payroll deductions and distribution of annual W-2's in accordance with the law.

## OFFICE OF INSURANCE AND RISK MANAGEMENT 2004 ACCOMPLISHMENTS

The Office of Insurance and Risk Management (OI&RM) is charged with providing the traditional risk management functions associated with the City's operations. These functional areas include risk financing, loss control/prevention, claims management, risk management and risk transfer.

### **Risk Financing**

The City purchases insurance to cover all of its exposures with the exception of workers' compensation and employee health benefits. The employee health benefit program is administered by the Bureau of Human Resources. These two important elements of the City's operation are self-funded. The workers' compensation self-funded program resulted in an approximate cost savings of \$1,086,640. The savings is derived from the cost of a traditional workers' compensation insurance premium compared to the City's actual experience.

The City also experienced actual net cost savings of \$239,259 as a result of medical bill repricing for its workers' compensation program. This resulted in an approximate 40% savings for the City.

The Commonwealth of Pennsylvania, Department of Labor & Industry reviews each self-insured's workers' compensation performance during the year. A determination is made as to the City of Harrisburg's outstanding liability for all claims reported at year-end. The estimate for the period ending December 31, 2004 was \$2,695,532. This is a decrease of \$483,532 or a 20.51% reduction from the prior year.

The OI&RM compiled information for the renewal application required by each of the lines of insurance coverage, and coordinated a market solicitation conducted by Marsh USA. All insurance renewals and new insurance packages were obtained for all necessary lines of coverage during this sustained hard insurance market at an average premium increase of \$26,811 or 2.2%. This is significant since most commercial lines of coverage industry-wide were still increasing 10% or more.

### **Loss Control/Prevention**

Loss control/prevention programs are designed to educate employees and manage the work environment in an effort to minimize the City's exposure to loss. The following were the major loss control programs managed by the OI&RM during 2004:

1. Conducted numerous Citywide hazard surveys to identify potential hazards that could cause injuries. All operating facilities of the City were inspected, written reports were distributed and the affected departments developed hazard abatement plans.

2. Conducted 56 safety-training classes.

The training courses focused on:

- Confined Space
- Respiratory Protection
- Defensive Driving
- Ground Maintenance
- General Tool Safety
- Hazard Communication and Right to Know
- Lifting Safety
- Fire Extinguisher Usage
- Basic First Aid
- Lockout/Tagout & Electrical Safety
- P.A.C.E. Behavior Driving
- HEARTSAVER AED/CPR
- Slips, Trips, Falls and Ladder Safety
- Forklift Safety
- Fire Evacuation Drills
- Trenching and Excavation
- Hot Work Safety (welding & cutting)

A total of 632 employees received job-related safety or health-related training. The average class size was eleven employees.

3. This Office promoted compliance with our auto and general liability insurance carrier's loss control program by presenting one Defensive Driving class for new City employees. Our insurance carrier instructed two new styles of driver training courses. One was specific for the motor equipment operators in the Bureau of Sanitation. The other was a behavior-driving course for drivers in the Bureau of City Services and the Bureau of Park Maintenance and included actual driver skill examinations (road skill demonstrations). The Loss Control Officer constructed and monitored an obstacle course test.
4. The Accident and Illness Prevention Program was monitored for compliance. Continued emphasis was placed on the prevention of incidents where an employee may become injured. All the Health and Safety Committees were monitored to assure dangerous and unsafe working conditions continue to be identified and rectified through a cooperative effort between supervisors and employee representatives.
5. This Office coordinated and assured all of the Powerheart AEDs that had recall notices by the manufacturer were exchanged for new Powerheart AEDs.
6. In order to reduce the number of work related injured employees who were staying off work, the OI&RM, in cooperation with the Labor Relations Task Force, helped to create new procedures for light duty work assignments. The new light duty procedures created a means to ensure any AFSCME employee who has work related injury job restrictions is assigned to meaningful work duties until they return to their regular position. The Loss Control Officer monitors and supervises all employees on light duty assignment.

## **Claims Management**

OI&RM is responsible for claims management Citywide, including the reporting of all incidents that will generate a claim against the City. Incidents require investigation, monitoring and notification of the appropriate insurance company or, in the instance of self-insurance, the third party claims administrator.

The following are the types and frequency of claims managed by the OI&RM:

	<u>2004</u>	<u>2003</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>
Automobile Liability	86	105	77	84	97
General Liability	46	39	40	32	34
Property	5	2	3	5	2
Work Related Injuries	209*	264**	295***	267	328

\*During 2004 there were 68 incidents reported as precautionary only.

\*\*During 2003 there were 80 incidents reported as precautionary only.

\*\*\*During 2002 there were 100 incidents reported as precautionary only.

There were 42 incidents during 2004 that were under the City's deductible for insurance coverage with resultant damage to City-owned property. During 2003, there were 59 incidents, and in 2002, there were 53 similar type incidents.

There were 35 incidents that the OI&RM was able to subrogate against other parties. This process of billing and collection activity resulted in the recovery of \$45,800.84.

The OI&RM was actively involved in the management of Workers' Compensation and Heart and Lung claims. Managing these claims was the single most complicated activity of this office. The Heart and Lung program is a statutorily required benefit for the City's police officers and firefighters, providing supplemental benefits for those uniformed employees injured in the line of duty and as a result of their work.

The OI&RM effectively monitored the designated physicians list in an effort to provide an optimal number of medical care providers for the medical treatment of City employees, who sustain a work-related injury. A revision to the previous list was organized and negotiated with appropriate bargaining units to enhance and promote the effective and efficient delivery of medical care for employees injured at work.

## **Risk Management**

The OI&RM was responsible for providing the City's auditors, rating agencies, and other interested parties with insurance-related statistical information. This information contributed to the City's positive recognition by financial and other professional organizations.

This office also rendered professional risk management services to the Harrisburg Civic Baseball Club (Harrisburg Senators), Harrisburg City Island Catering, The Harrisburg Authority, The National Civil War Museum, and the Harrisburg Redevelopment



Authority. These civic organizations requested and received assistance relating to many diverse insurance related concerns.

### **Risk Transfer**

Besides the OI&RM's efforts to coordinate the renewal and financing of each line of insurance coverage as one way to transfer risk, the OI&RM also reviewed and made recommendations regarding the insurance requirements for the indemnification of the City as it related to the many contracts awarded by the City to its vendors and contractors. All City departments were provided some assistance as they developed requests for proposals concerning the award of contracts to independent contractors during 2004.

## BUREAU OF INFORMATION TECHNOLOGY 2004 ACCOMPLISHMENTS

### REVENUE

- Revised Lien and Civil Suit documents to reflect new standards, as identified by the Dauphin county Prothonotary Office.
- Mainframe reports, that include historical information, are currently being created in a PDF (Publisher's Standard) format and stored on the City's network rather than being outsourced. Total annual cost saving is \$16,000 per year. Additional savings have been achieved by reducing the amount of documents that are printed on paper.
- Altered bill printing programs to work with new mailroom equipment. PostNet bar coding has been added to Tenant, Utility and Tax billings to reduce postage costs by .04 cents per envelope. Ability to insert multiple bills in one envelope if the owner has more than one property, thus providing additional savings.
- Adjusted overtime calculations for Bureau of Police employees to coincide with FLSA (Fair Labor Standards Act) requirements.
- Program Personnel system to differentiate between part-time employees and interns.
- Provide parking ticket office the ability to accept checks for parking tickets, residential parking permits and parking meter bags.
- Programmed Codes system to renew electrical and plumbing licenses without the need to manually re-enter all profile information. Added two additional screens to Code system to supply descriptions of stagnant electrical or plumbing descriptions.
- Implemented \$2.00 State Building Permit Fee to be added to all building permits. Created building permits reports to provide the numbers and categories for payment to the Commonwealth of Pennsylvania.
- Programmed Codes system to include a field for tenant names to be entered, should a letter need to be sent to both the tenant and the property owner. In addition, new codes were added to allow mitigation fees to be collected.
- Provided Mercantile Office the ability to print Mercantile, General, Parking Lot, Mechanical Device and Landlord licenses. Also automated business tax extension letters.
- Automated Treasury system to remove collection agency codes when a utility account is made and the account is paid in full.

- Operations and revenue system has been programmed to automatically assign collectors to delinquent utility accounts. In addition, provided Bureau of Water the ability to establish routes for water meter readings.
- Dog License system implemented to track dog licenses and license renewals.

### **METRO (Public Safety Informative Resource Network)**

- Implemented computer system at 6<sup>th</sup> Street CP Center, to include a dialup connection to the City's Metro system, thus allowing personnel to perform work at this site.
- Migrated Police Cars to new wireless system. Connectivity to the Metro system is established via a wireless connection that is routed through Dauphin County and then onto the City of Harrisburg. Installed required hardware in vehicles, along with preparation of 75 laptop systems. Scripts were created to identify system information and users signed on to these systems. CLEAN interface to PA State Police Driver's License and Crime reporting system was implemented to allow Police laptops access to this system.
- Change Crash system (Accidents) output format for State Mandated changes.
- Metro system was programmed to use AOPC (Administrative Office of Pennsylvania Courts) Officer Identification Number, instead of Police Badge Number.
- GEO street file redistrict for 2 new District Justices.
- Added ability to mark Police Incident Crime report narratives as "Reviewed" when the supervisor has inquired and read the narratives.
- Metro system was programmed so that when Police Supplemental incident reports are approved by a supervisor, they should immediately come up for command approval.
- Metro system was programmed so that if a report is tagged as not approved, need ability to message officer with supervisor comments. Additionally the ability to highlight the problem areas of the narrative. The report should go to the "Reports not approved by supervisor" screen and the officer should be able to access this screen with only their reports appearing.
- Implemented 27 new computer system in Police Department.
- Weed and Seed Performance Review Report
- Cold Case Report
- Added additional fields to Vehicle Management system for police vehicles

- Enhancements to Crash (Accident) System.
- Provide a Daily Warrant file of Dauphin County warrants to the statewide JNET system. Enforcement Agencies will now be notified if a person who has a warrant issued in Dauphin County is picked up statewide.

## **NETWORK / SERVER**

- Relocated Incinerator Administrative office to a temporary building. This project included relocation of equipment, extension of data circuit, installation of fiber to provide connectivity between the Administrative office and the Scale House.
- Upgraded data circuits from 56K to T-1 lines at Parks Mansion, Public Works and Advanced Waste Water Treatment Facilities. Completed necessary configuration changes on routers and computer systems at the aforementioned facilities to provide them a broadband connection to the City's network.
- Installed new wireless antennas to resolve interference issues with Fire House sites. Lightning protection was also installed at Fire Station #1 to help safeguard the wireless equipment, as this site is prone to lightning strikes.
- Implementation Websense Enterprise. The Websense Enterprise solution improves employee productivity, enhances security while reducing the risk of security breaches, mitigate the risk of legal liability as a result of employee Internet activity and provides the ability to enforce Internet and application use policies. Reporting tools provide a powerful analysis of the reporting of Internet and desktop application activity.
- Interact with Lexmark about User PCL commands to network connected printers to Call Forms and other commands for Bill Reader for Treasury.
- Implemented WhatsUp Gold, which is a system that monitors the status of network devices, services, resources and events. The notification system associated with this application sends alerts to the network management team via email and/or pager when there is a device or network failure, thus allowing for a timely response to critical issues and minimizing downtime. This system provides outage, statistics and performance reports, along with tracking of device and application availability and response times.
- Installed additional storage space on Storage Area Network (SAN). Allocated this space to appropriate network resources.
- Adjust reports that Human Resources receives to run automatically - Employee count, hires, separations, wages for month/year.

- Generic network user accounts create security risks. All generic network user accounts have been removed and individual user accounts have been created for those persons wishing to access the City of Harrisburg network and systems.
- Provided Vehicle maintenance system inquiry access to Bureau and Department heads.
- Installed new Public Works Server and performed data migration. Installed new Fuels Management application, which provides fueling capabilities to those entities that utilize the fuel pumps at the VMC and Fire Station locations.

## **HELPDESK**

- A number of enhancements were made to our hosted Help Desk Solution in the past year. Some of these enhancements include the ability to assign Department, Bureau and/Services to each trouble ticket and a number of customized report and statistical information. Additional enhancements have been made by the vendor.

## **PERSONNEL**

- Hired Assistant Network Administrator to assist in performing job responsibilities that were previously being shared between the LAN and Network Administrators. This individual is responsible for installation, maintenance and troubleshooting of servers, routers, switches and firewalls for the City's wired and wireless networks. Extended responsibilities include troubleshooting of computer software, hardware, peripherals and related equipment.

## **GENERAL**

- Created Stop Loss figures that the user needs for insurance purposes (self insured).
- Recommended and implementation of laptop solution for Brownstone facility.
- Added District Justice Code to Codes Complaints & Buyer Notifications as unassigned work on all inspection screens.
- "Unfit for Human Occupancy" letter.
- Disorderly property ordinance – Created report to show YTD dispatch to addresses.

## BUREAU OF OPERATIONS AND REVENUE 2004 ACCOMPLISHMENTS

In 2004, the Bureau of Operations and Revenue, in conjunction with the City's outside collection agency, collected \$25,178,550.89 in refuse, disposal, water, sewer, sewer maintenance, and fireline payments. Of this amount:

- \$5,871,932.37 in sewer charges was collected from the outside municipalities, which is \$133,240.62 more than was collected in 2003;
- \$263,303.02 in fireline charges was collected;
- \$1,048,531.44 was collected through the water shutoff program;
- \$493,347.18 was collected from large-volume accounts billed manually; and
- \$1,602,868.27 was collected from Susquehanna Township accounts.

On other fronts, the Bureau of Operations and Revenue:

- Targeted 7,592 accounts for the Water Shutoff program, which is 934 accounts more than were targeted in 2003;
- Terminated water service at 680 residential and 22 commercial properties;
- Processed 2,752 settlement sheet requests; and
- Collected \$282,352.12 in payments on City-held liens, and filed 90 new utility liens to protect the City's interests;
- Filed 28 liens and civil suits to secure the City's cost of demolition on vacant and blighted structures;
- Filed 166 liens to secure the City's interest on accounts protected by bankruptcy and collected \$70,861.26 in bankruptcy payments.
- Received and processed 823 Delinquency Inquiries for the Harrisburg Housing Authority on Section 8 properties.
  - 253 properties have been qualified for Section 8;
  - 570 properties have been disqualified for Section 8;
  - \$40,636.30 in utility delinquencies and \$18,297.46 in tax delinquencies were satisfied on previously-disqualified properties which resulted in their subsequent approval;
  - 2 civil suits were filed against Section 8 landlords to begin the rent garnishment process.

The Tax and Enforcement Office collected \$2,976,492.81. In addition, the Tax and Enforcement Office:

- Received \$75,503.14 from the Harrisburg School District for the collection of their Business Privilege and Amusement Taxes;

- Issued 661 dog licenses generating \$8,234.00 in revenue;
- Issued 518 new Mercantile and Business Privilege Licenses, generating revenue totaling \$20,720.00;
- Connected 7 new burglar/fire alarms to the Police Communications Center and collected \$49,390.00 in burglar/fire alarm revenue, and
- Issued 284 prior-year licenses, generating revenue totaling \$11,360.00.

The Bureau's division of Central Support:

- Processed 432,195 pieces of mail and,
- Produced 1,483,888 copies in the Duplication Center.

PERSONNEL ROSTER  
DEPARTMENT OF ADMINISTRATION

Office of the Director

Linda Lingle, Business Administrator (09/25/89)  
Robert F. Kroboth, Deputy Business Administrator (11/08/82)  
Lisa M. Holland, Assistant to the Business Administrator (01/20/98)  
Peggy Coy, Secretary II (11/07/88 - 08/09/04)  
Tonia Baum, Manager of Billing Services and Quality Assurance (05/01/04)

Office of Affirmative Action

Joy A. Verner, Affirmative Action Officer (12/18/00)

Mayor's Office for Labor Relations

Jane Vonlong McCraw, Director (04/10/95)  
Stuart Veinotte, Labor Relations Assistant (05/14/01 - 06/25/04)  
Geoffrey McVey, Labor Relations Assistant (08/23/04)  
Jennifer Berstler, Administrative Assistant (08/05/02)

Bureau of Financial Management

Robert F. Kroboth, Deputy Business Administrator (11/08/82)  
Jean Ridge, Bureau of Police (03/10/03 - 08/09/04)  
Peggy Coy, Secretary II (08/09/04)

Office of Accounting

William P. Leinberger, Accounting Manager (02/01/99)  
Judith M. Bowman, Fiscal Technician II (04/18/79)  
Nancy V. Hoffman, Auditor II (09/22/71 - 04/30/04)  
G. Dennis Proctor, Auditor (06/01/78)  
Shanti R. Shah, Fiscal Officer II (02/27/85)

Office of Budget & Analysis

Ginger S. Miller, Budget Manager (06/15/98)  
Yolanda M. Jones, Senior Budget/Management Analyst (06/03/02)

Office of Purchasing

Mattea D. Fera, Purchasing Manager (10/24/77)  
Slava Kerry, Fiscal Technician II (07/29/85 - 04/30/04)

Office of Insurance and Risk Management

Jeffery McNary, Risk Manager (09/28/98 - 06/25/04)  
John F. Downs, Loss Control Officer (10/10/89)  
Joni R. Willingham, Administrative Assistant (08/24/87)



### Bureau of Information Technology

Steven L. Zimmerman, Acting Director/Systems Programmer (01/22/79)  
Paul C. Anderson, Lead Programmer (11/04/81)  
Carla DiNatale, LAN Services Officer (01/19/99)  
Jeffrey B. Edwards, Systems Programmer Trainee (11/16/92)  
Larry L. Eikenberry, IBM Mainframe Computer Programmer (07/29/02)  
James Furjanic, Computer Programmer III (05/13/96)  
Joyce Hamburg, Computer Programmer (08/12/02)  
Cindy Hamilton, Network Administrator (08/27/01)  
Gail Hendricks, LAN Administrator (09/25/00)  
Nancee Knowlton, LAN Services Officer (07/02/01 - 07/08/04)  
Michael M. Miller, Computer Operator III (06/15/92)  
Joyce C. Ray, Computer Programmer/Operator III (12/07/98)  
Timothy W. Stone, Webmaster (04/01/02 - 07/16/04)  
Roger Swinehart, IBM Mainframe Database/Systems Programmer (08/13/03)  
John Watson, Clerk II (10/26/81)  
Dorothy L. Young, Computer Programmer/Operator III (06/15/98 - 02/02/04)

### Bureau of Human Resources

Vincent J. Burns, Director (08/14/95)  
Corissa Grothe, Confidential Secretary (07/30/01 - 07/23/04)  
Jean Ridge, Bureau of Police (08/09/04)  
Jennifer L. Schauble, Confidential Secretary (09/06/04 – 12/17/04)

### Human Resources Division

Dieu-Thanh T. Bang, Personnel Assistant II (01/22/90)  
Deborah A. Felker, Personnel Officer II (05/19/80)  
Michael Hughes, Benefits Coordinator/Privacy Officer (10/21/96)

### Payroll Division

Darlene Long, Payroll Manager (01/07/97)  
Melvin A. McCraw, Sr., Payroll Technician IV (11/29/76 - 04/30/04)  
Kenneth Reese, Payroll Technician I (04/19/04 – 09/13/04)  
Jackie Hugney-Williams, Payroll Technician I (10/18/04)

### Bureau of Operations and Revenue

Tom Asman, Director, Bureau of Operations & Revenue (07/03/78)  
Sue Grant, Administrative Assistant/Personal Computer Specialist II (07/21/86)

### Central Support Services Unit

Tonia Baum, Manager of Billing Services and Quality Assurance (12/19/88 - 05/19/04)  
Michael Brownsweiger, Paralegal (06/11/90)  
Shana Carnes, Customer Service Representative II (04/21/03 - 01/30/04)  
Mary Cato, Reproduction Technician II (02/10/75 – 12/30/04)  
Florentina Gentry, Receptionist (07/21/70 - 04/30/04)  
Robin Grannison, Central Support Assistant II (07/20/87)  
Winifred Miller, Reproduction Technician II (05/09/77 - 02/12/04)

### Tax and Enforcement Office

Steven Ketterer, Tax and Enforcement Administrator (02/25/80)  
Heather Hardie, Paralegal (07/16/01)  
Melissa Miranda, Secretary II (09/09/02)  
Brenda Reidell, Clerk Typist/Data Entry Operator (07/08/91)

### Credit Collection Unit

Bradley Yingst, Manager of Collections (02/05/96)  
Rosemarie Conrad, Clerk II (05/25/98)  
Timothy Doutrich, Posting Specialist (05/05/03)  
Ellis Fulton, Paralegal (04/15/92)  
Tammy Evans, Customer Service Representative/Account Specialist II (06/02/97)  
Terry Heiney, Posting Specialist (03/11/02 - 09/13/04)  
Jackie Hugney-Williams, Customer Service Representative/Account Specialist II (03/25/96 - 10/18/04)  
Mitzi Leap, Customer Service Representative/Account Specialist I (04/21/03)  
Joanne Lewis, Secretary II (11/16/81 - 06/21/04)  
Linda Modica, Customer Service Representative/Account Specialist II (09/08/97)  
Barbara Morgan, Customer Service Representative/Account Specialist II (03/03/86 - 04/30/04)  
Shauna Wallig, Customer Service Representative/Account Specialist I (05/20/02 - 07/09/04)  
Earline Wise, Clerk II (08/06/79 - 04/30/04)  
Wanda Wright, Customer Service Representative/Account Specialist II (07/02/79)

# EXPENDITURE ANALYSIS SUMMARY

## 2004 BUDGET

	2001 Actual	2002 Actual	2003 Actual	2004 Approved Budget	2004 Projected
<u>DEPARTMENT OF ADMINISTRATION</u>					
<u>0110 OFFICE OF THE DIRECTOR</u>					
Personnel Services	178,547	191,226	245,948	254,544	246,408
Operating Expenses	4,612	2,857	6,412	47,266	42,969
Capital Outlay	0	0	0	0	0
TOTALS	183,159	194,083	252,360	301,810	289,377
<u>0111 INSURANCE &amp; RISK MANAGEMENT</u>					
Personnel Services	164,940	163,331	134,600	189,419	162,038
Operating Expenses	63,925	25,909	14,472	25,455	20,135
Capital Outlay	0	0	0	0	0
TOTALS	228,864	189,240	149,072	214,874	182,173
<u>0112 BUREAU OF FINANCIAL MANAGEMENT</u>					
Personnel Services	548,037	511,570	555,182	564,535	501,959
Operating Expenses	127,278	112,637	163,999	161,396	154,036
Capital Outlay	0	1,505	5,180	0	0
TOTALS	675,315	625,712	724,361	725,931	655,995
<u>0116 BUREAU OF INFORMATION TECHNOLOGY</u>					
Personnel Services	891,359	1,022,664	1,098,541	1,048,156	980,107
Operating Expenses	177,861	192,011	198,464	301,218	238,799
Capital Outlay	27,940	461,441	426,541	0	0
Non-Expenditure Items	0	0	(41)	0	0
TOTALS	1,097,160	1,676,116	1,723,505	1,349,374	1,218,906

# EXPENDITURE ANALYSIS SUMMARY

## 2004 BUDGET (continued)

	2001 Actual	2002 Actual	2003 Actual	2004 Approved Budget	2004 Projected
<b>DEPARTMENT OF ADMINISTRATION</b>					
<b><u>0117 BUREAU OF HUMAN RESOURCES</u></b>					
Personnel Services	302,577	316,734	345,420	413,744	411,928
Operating Expenses	70,232	55,292	59,945	72,582	70,854
Capital Outlay	<u>2,594</u>	<u>0</u>	<u>1,000</u>	<u>0</u>	<u>0</u>
TOTALS	375,403	372,026	406,365	486,326	482,782
<b><u>0121 - MAYOR'S OFFICE FOR LABOR RELATIONS</u></b>					
Personnel Services	0	0	256,911	171,890	165,985
Operating Expenses	0	0	112,516	38,855	52,595
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTALS	0	0	369,427	210,745	218,580
<b><u>0122-0128 BUREAU OF INFORMATION TECHNOLOGY</u></b>					
Personnel Services	1,381,467	1,400,542	1,178,244	1,226,275	1,085,472
Operating Expenses	409,762	370,414	232,148	394,067	485,252
Capital Outlay	<u>16,034</u>	<u>97,579</u>	<u>126,495</u>	<u>188,255</u>	<u>78,600</u>
TOTALS	1,807,263	1,868,535	1,536,887	1,808,597	1,649,324
<b>TOTAL DEPARTMENT OF ADMINISTRATION</b>					
Personnel Services	3,466,927	3,606,068	3,814,847	3,868,563	3,553,897
Operating Expenses	853,670	759,121	787,956	1,040,839	1,064,640
Capital Outlay	46,568	560,525	559,216	188,255	78,600
Non-Expenditure Items	<u>0</u>	<u>0</u>	<u>(41)</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>4,367,165</u>	<u>4,925,714</u>	<u>5,161,978</u>	<u>5,097,657</u>	<u>4,697,137</u>

## POSITION ANALYSIS SUMMARY

### 2004 BUDGET

	2001 Actual	2002 Actual	2003 Actual	2004 Approved Budget	2004 Projected
<b>ADMINISTRATION</b>					
Office of Director	3.00	3.00	4.00	4.00	4.00
Insurance & Risk Management	3.00	3.00	3.00	3.00	3.00
Financial Management	12.00	12.00	11.00	10.00	10.00
Information Technology	17.60	21.60	20.60	15.60	15.60
Human Resources	6.00	6.00	7.00	7.00	7.00
Mayor's Office for Labor Relations	0.00	0.00	3.00	3.00	3.00
Operations & Revenue	34.00	34.00	28.00	25.00	25.00
<b>TOTAL POSITIONS</b>	<b>75.60</b>	<b>79.60</b>	<b>76.60</b>	<b>67.60</b>	<b>67.60</b>

In 2002, four new positions were added to the Bureau of Information Technology: a Webmaster, two part-time Programmer Support positions and a Systems Programmer.

In 2003, a vacant Deputy Director of Finance position was eliminated from the Bureau of Financial Management. A Clerk position and a Labor Relations Assistant position were eliminated from the Bureau of Operations and Revenue. In the Office of the Director of the Bureau of Operations and Revenue, three positions were reclassified: Labor Relations Officer to Director of Labor Relations; Benefits Coordinator to Labor Relations Assistant; and Confidential Secretary to Administrative Assistant of Labor Relations.

The 2004 Approved Budget eliminated nine vacant positions: a Graduate Intern from the Bureau of Financial Management; a Deputy Business Administrator for Data Processing, a Lead Programmer, an Assistant Network Administrator, and two part-time Programmers from the Bureau of Information Technology; and a Deputy Business Administrator, a Deputy Tax and Enforcement Administrator, and a Receptionist/Archivist from the Bureau of Operations and Revenue. The Mayor's Office for Labor Relations was no longer included as part of the Bureau of Operations and Revenue; it became a separate office, and three positions were transferred from the Bureau of Operations and Revenue into that office: a Director of Labor Relations, a Labor Relations Assistant and an Administrative Assistant. In addition, a Benefits Coordinator positions was transferred from the Bureau of Operations and Revenue to the Bureau of Human Resources and a Secretary II position was transferred from the Bureau of Operations and Revenue to the Office of the Business Administrator.